

**EXPLORING CRITICAL SUCCESS FACTORS FOR
STAKEHOLDER MANAGEMENT IN INTEL**

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UNIVERSITY UTARA MALAYSIA

2011

EXPLORING CRITICAL SUCCESS FACTORS FOR STAKEHOLDER MANAGEMENT IN INTEL

A thesis submitted to the College of Business (COB) in partial fulfillment of the requirements for the degree of Masters of Human Resource Management, University
Utara Malaysia.

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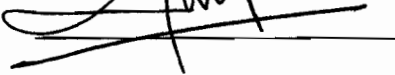
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ABSTRAK

Pengurusan stakeholder (pemegang amanah atau pihak yang mempunyai kepentingan dalam syarikat) adalah sangat penting bagi kejayaan setiap projek dalam setiap organisasi. Kajian ini bertujuan untuk meneroka dan mengenal pasti hubungan di antara Faktor Kritis Kejayaan (CSF) dan elemen yang berkaitan kontekstual faktor signifikan yang penting dalam pengurusan stakeholder di Intel. Penyelidikan ini fokus pada peningkatan pemahaman kita tentang pentingnya faktor kejayaan kritikal dari perspektif Intel dalam rangka untuk mendapatkan beberapa idea baru dan untuk menyelesaikan masalah pada tingginya angka kegagalan pengurusan sesuatu projek. Soal selidik telah diagihkan kepada 350 pekerja dari pelbagai kumpulan jabatan di Intel. Kajian ini diperolehi dengan menggunakan Pearson korelasi dan analisis regresi berganda untuk mengukur hubungan di antara pengurusan stakeholder yang dianggap mempengaruhi kejayaan pengurusan stakeholder. Keputusan kajian menunjukkan terdapat 3 daripada lima faktor pembolehubah yang terdiri daripada sokongan pengurusan, maklumat dan membuat keputusan telah ditolak kerana ketidakseragaman kumpulan faktor yang dianggap kritikal. Secara khusus, keputusan analisis menunjukkan bahawa sokongan berterusan dan anggaran stakeholder merupakan faktor penting dan signifikan mempengaruhi pengurusan stakeholder. Implikasi secara praktikal, cadangan-cadangan dan penyelidikan masa depan turut disertakan dalam kajian ini. Hasil kajian ini dapat membantu pengurus projek menjadi lebih sedar akan tanggung jawab mereka dan kepentingan relatif pengurusan stakeholder. Penemuan ini juga boleh digunakan sebagai alat penilaian untuk menilai prestasi kejayaan pengurusan stakeholder dalam Intel.

ABSTRACT

Stakeholder management is critical to the success of every project in every organization. The purpose of this study is to explore and identify the Critical Success Factors (CSF) and their associated contextual elements of the significant factors that are important in Managing Stakeholder in Intel. The research focuses on improving our understanding of the importance of critical success factors from Intel perspective in order to provide some new ideas to solve the problem on the high rate of project failure. The questionnaires were distributed to 350 respondents working from various groups of department in Intel. The relationship between the perception of successful stakeholder management and a set of success factors hypothesized in the study was derived using Pearson correlation and multiple regressions analysis. The results confirmed that 3 out of five factors independent variables which are management support, information input and decision making are rejected due to insignificant result in structural group. In particular, sustainable support and stakeholder estimation were believed to be the important factors and significantly predicted perceptions of successful stakeholder management. Practical implications, recommendations and future research were also offered in this study. The findings should help project managers become more aware of their responsibilities and the relative importance of issues for management stakeholders. These findings could also be used as an assessment tool to evaluate the successful performance of stakeholder management in Intel.

ACKNOWLEDGEMENTS

All praise and gratitude be given to Allah the Almighty and His Perfection, none has the right to be worshipped except Allah. He gives me such a great strength, patience, courage and ability to complete this project.

Although this research study is a personal project, it requires help, support and encouragement from others to be successful. I could not have arrived at this place without the invisible hands that provided me that strength. Firstly, I would like to express my heartfelt gratitude to all the people whose support and encouragements. This work would not have been made possible. Foremost, I would like to express my utmost appreciation to my advisor and my supervisor, Dr. Norsiah Bt Mat who have patiently extends her criticism and painstaking advices in this study. She has generously allocated and shares her time to enable me completing this study. Her suggestions and feedback helped the project stay focused and relevant. Thank you for giving me the chance to pursue this paper with you.

My sincere thanks to Intel Malaysia who had proposed Masters Degree in Human Resource program and specially planned for HR staff and collaborated with University Utara Malaysia. Not to forget Dr Siva, Sitrembalan who have made this learning experience a pleasant and many thanks for his overall tireless effort working behind the scene between Intel HR Master Group's and the university's administrators. This

program, have given me an opportunity to upgrade my academic qualification study and my career development in Human Resource.

Last but not least, my sincere thanks and appreciation to all the respondents, my colleagues and friends at work who have helped my study a success. To all of you, thank you for your professional demeanor, commitment to excellence and dedication to our learners. Lastly, many thanks to my mother for her endless support and love give me strength to complete my study. Thank you to my all family members for their moral supports and countless sacrifices; with my deepest love and gratitude, I dedicate this thesis to them.

Thank you very much. May Allah reward you. Jazakallahu Khairan!

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CHAPTER 1

INTRODUCTION

1.1 Introduction to the study

Stakeholder management is a key facet of organizational management where stakeholder management is often aligned with marketing, branding and corporate social responsibility (CSR) initiatives. In order for an organization to be creative and innovate, stakeholder management must be a priority. The central role of stakeholders in the successful delivery of projects is becoming increasingly recognized. In recent years stakeholder management has increasingly been discussed in the international context, primarily due to a number of high-profile corporate failures, across several developed countries (Boesso & Kumar, 2007; Palmer & Quinn, 2005). The increased ability of diverse stakeholder groups pressure corporation stability while increase the burden faced by executives charged responsibility of meeting stakeholder requirement. In facts, the purpose of “Managing Stakeholders” is to address the diverse views of various participants, improve communication among stakeholders, and clarify their needs (Freeman, 1984; Mitchell, 1997). The existence of stakeholders is a continual process in all organizational activities and is necessary in all organizational frameworks (Starik, 1995).

According to Clarkson’s (1995) and Starik’s (1995) stakeholder can be internal or external to the project team normally includes shareholder, investors, customers,

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